

Exhibit C - Factor 1: Capacity

State of Illinois

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General Management Capacity

The Illinois Department of Natural Resources (IDNR) will be the implementing agency to ensure all HUD requirements and activities within our proposal are addressed with guidance from Department of Commerce and Economic Opportunity. IDNR, through its Office of Water Resources (OWR), will coordinate and manage the activities for all pilot areas through the corresponding regional planning councils and the local municipalities. Any specific project implementation and funding details will be defined in an intergovernmental agreement jointly developed between the IDNR/OWR and the target community. Such intergovernmental agreements usually require partnership commitments (buy in) from the local community to coordinate land rights and utility relocations. The agreements also usually require that the partnering community operate and maintain any improvements for the life of the project and remain in good standing in the National Flood Insurance Program.

The IDNR is accustomed to handling state and federal grant appropriations in the \$300 Million to \$450 Million range. The IDNR currently has \$402.5 Million in grant appropriations through 54 different grant programs. IDNR manages a total of 760 grants currently valued at over \$156 Million. Grant allocations by IDNR to communities thus far in Fiscal Year 2014 total over \$43 Million. The IDNR employs a large fiscal office with sufficient professional in place to assure proper financial and procurement methods are utilized.

The State through its IDNR/OWR is very experienced at working and coordinating with partners (including contractors, funders, sub recipients, community stakeholders, and other government agencies) in previous projects similar in scope and scale to the proposed activities. As highlighted on the [IDNR/OWR website](#), IDNR/OWR has undertaken a multitude of flood control, flood hazard mitigation, water supply, water allocation, coastal management, dam, and

public water management projects. Development and implementation of these water resource related efforts involved IDNR/OWR oversight, management and involvement with contractors, funding partners, sub recipients, community stakeholders, and other government agencies to name a few. The IDNR/OWR is also very well versed in conducting public outreach coordination.

The Illinois Department of Commerce and Economic Opportunity (DCEO) is the state agency principally charged with administering the Illinois Community Development Block Grant (CDBG) program. The Illinois Community Development Block Grant Program is known as the Community Development Assistance Program (CDAP). The mission of this program is to assist Illinois communities in meeting their greatest economic and community development needs, with an emphasis on helping communities with substantial low to moderate-income populations. DCEO has administered the states CDBG program since 1981.

In addition to over 34 year of administering the state CDBG program, DCEO has continued to administer disaster recovery grants, most recently Hurricane Ike disaster recovery program (Pub. L. 110-329) and CDBG allocations from Hurricane Sandy Disaster recovery appropriations (Pub. L. 113-2).

As the principal flood control agency for the state, IDNR/OWR has a long history of successfully planning, designing and implementing major flood control and flood hazard mitigation projects statewide. IDNR/OWR has the internal controls, capabilities and experience to quickly launch and implement major projects including construction QA&QC either with in-house professionals or through procured consulting services. For example, IDNR/OWR collaborated with a local citizen's advisory council, engineering consultants, and in-house planning and design staff to address a public safety concern at the Glen D. Palmer Dam in

Yorkville, Illinois to plan, design and construct the [Yorkville Dam – Marge Cline Whitewater Course](#), a multi-purpose project that benefited public safety, recreation, emergency rescue and the local economy in northern Illinois.

The North Central Illinois Council of Governments is a non-profit government entity of professional staff persons that provides planning and technical assistance to counties and communities within the disaster declared region. NCICG has administered the State of Illinois Community Development Assistance Program (CDAP)/Community Development Block Grant (CDBG) grants on behalf of communities in the state. NCICG is offering their expertise and services to the Department of Natural Resources for the completion of the CDBG-NDR Phase 1 application.

The Greater Egypt Regional Planning Council and Southern Five Regional Planning Council also have a wealth of experience in administering CDAP/CDBG grants and U.S. Economic Development Administration grants for communities within the state.

This grant application was completed by the State of Illinois IDNR/OWR and Chicago Metropolitan Agency for Planning in partnership with the Northeastern Illinois Resilience Partnership(Partnership), North Central Illinois Council of Governments, Tri-County Regional Planning Commission, Greater Egypt Regional Planning and Development Commission, Southern Five Regional Planning Commission and the communities of Ottawa, Marseilles, Washington, Roanoke, Carbondale, Ullin, Alexander County, Bureau County, LaSalle County, and Marshall County.

Cross-Disciplinary Technical Capacity

The Northeastern Illinois Resilience Partnership (Partnership) is a multijurisdictional, bipartisan partnership led by the State of Illinois, City of Chicago, Cook County, and DuPage

County (the Applicants). In addition to the Applicants, the Partnership also consists of a diverse network of public, non-profit, and private partners, including the Metropolitan Planning Council, Center for Neighborhood Technology, Natural Resources Defense Council, Foresight Design Initiative, and the Chicago Metropolitan Agency for Planning (CMAP), the regional planning agency for Northeastern Illinois. The Partnership's membership, as well as its role coordinating infrastructure design, institutional change, and knowledge sharing, enables cross-disciplinary technical capacity across not only the Partnerships region, but the entire state of Illinois.

Collectively, the Applicants have experience with this type of coordination through a sub-regional resiliency initiative; the Calumet Stormwater Collaborative and the Illinois Valley Flood Resiliency Alliance (see Factor 1d). The State of Illinois is also partnered with the University of Illinois Prairie Research Institute through their State Water Survey. Given the number of partners and their range of sector expertise, the following description categorizes their expertise into six broad topic areas. With multiple partners in each of the expertise areas, the Partnership will retain capacity if an individual partner reduces their participation. For a full list of Partners and additional experts, see Factor 3a and Attachment A.

Comprehensive Planning: The Applicants all have extensive experience developing and implementing comprehensive plans, as well as complex programs and projects designed to address an array of issues. In 2008, CMAP developed GO TO 2040, the region's first comprehensive plan in over 100 years, which was unanimously adopted. CMAP has also conducted land use, transportation, and economic development planning and zoning assistance for over 140 local communities in northeastern Illinois. Examples of Applicant comprehensive planning efforts that involved significant stakeholder engagement across multiple sectors include county Comprehensive Economic Development Strategy (CEDS) plans that address future

housing, community, and economic development needs, interjurisdictional watershed plans, and City of Chicago Healthy Neighborhood plans and the Sustainable Chicago 2015 plan.

Data and Science-Based Analysis: Partners at research institutions, such as Argonne National Laboratory, Illinois State Water Survey, and the Midwestern Regional Climate Center, have experience with collecting and analyzing climate science and have helped to translate knowledge of possible future conditions and risks, as well as possible benefits and outcomes, to the Partnership. CMAP, the current repository for many regional datasets, facilitates access to science-based information among the Partners.

Community Development and Housing: The Applicants all have extensive experience with affordable housing and economic revitalization. Additional partners, such as the Chicago Area Fair Housing Alliance and CMAP have experience analyzing impacts of regional racial and economic disparities through a Fair Housing Equity Assessment for HUD including how climate change relates to existing regional vulnerabilities.

Design, Engineering, and Maintenance: The Applicants all plan, design, and maintain components of the state and region's built environment, including buildings, streets, sewers, and green stormwater infrastructure. Several Illinois partners such as the US Army Corps of Engineers District offices (Chicago District, Rock Island District, St. Louis District and Memphis District), the Illinois Toll Highway Authority (Tollway), and the Metropolitan Water Reclamation District (MWRD) have experience with designing large and complex engineering projects. The Metropolitan Water Reclamation District's Tunnel and Reservoir Plan, for example is reducing combined sewer overflows by retaining billions of gallons of storm water. In coordination with private design and engineering consultants, the State of Illinois as part of the Partnership has the technical capacity to formulate and refine proposed physical interventions

to reduce hazard exposure and build resilience. The State of Illinois DNR, Office of Water Resources also has its own team of civil, environmental and agricultural engineers well versed in project planning, design, and economic justifications. This office uses FEMA damage models and a model developed solely for urban flood damage reduction, to develop benefit to cost determinations. As a member of the Partnership, the State has the ability to participate in a series of open-source design studios that will solicit the input and ideas of the community of world-class design firms located in the region. These studios will be designed with the assistance and input of the Illinois Chapter of the U.S. Green Building Council and Rebuild By Design.

Environment: Several Partners are focused on enhancing the environmental quality of the state, including land managers involved in active restoration and research, advocacy organizations devoted to making institutional and behavioral changes, and state and county regulators who safeguard our natural resources. For instance, the Forest Preserve Districts of Cook and DuPage County collectively manage a network of almost 100,000 acres of open space. Chicago Wilderness, a 260-member coalition, developed the Green Infrastructure Vision to identify priority landscape conservation areas and their resulting ecosystem services. Other partners, such as the Natural Resources Defense Council, rely upon law, science, and advocacy for environmental protection. The State of Illinois Department of Natural Resources' Comprehensive Environmental Review Process (CERP) screens all state funded and state regulated activities for possible impacts to wetlands, threatened and endangered species, and cultural resources to avoid unnecessary environmental damage to protected resources and provides collaborate on any necessary environmental mitigation project components.

Civic and Philanthropic: Many civic and philanthropic organizations are active members of the Partnership. The Metropolitan Planning Council, Center for Neighborhood

Technology, Delta Institute, and Foresight Design Initiative have leveraged their expertise in coalition-building and community engagement to convene consultation working groups and assist Applicants' public outreach. The Chicago Community Trust, Grand Victoria Foundation, and other funders have provided feedback and resources on how to strategically advance the state's capacity to prepare for a range of hazards.

Community Engagement Capacity

To engage the community stakeholders, the State will leverage its partnerships with the regional planning councils (RPCs) throughout the state to open communication to local governments and stakeholders, and to identify the most vulnerable populations with unmet and resilience implementation needs. While the state is able to work with a local government, the RPCs have extensive experience identifying and working with all the stakeholders in an area including partnerships with local health departments, Chamber of Commerce, elected officials, non-profits including local churches, universities, community agencies, preparedness and response coalitions, and various civic organizations. Additionally, multi-County resilience alliances are being formed between communities in Illinois. This ensures that all stakeholders from an area are involved in the identifying need, planning and implementation phases of resilience building efforts. The RPCs have contributed to coordination, writing, updating, and management of a Multi-Hazard Mitigation Plan, comprehensive land use plans and various other comprehensive planning efforts for their planning areas.

Prior collaborative efforts have been implemented with the State working with RPCs to bring various stakeholders to discuss a central goal of making the multiple regions of the state better prepared for future disaster events. The State is accustomed to engaging diverse stakeholders for project contributions. The State of Illinois will serve as a conduit between various RPC's and pilot area communities statewide and the abundance of partner resource entities and agencies included in

the Partnership in Northeastern Illinois allowing for shared ideas, cautions, opportunities, and resources statewide for the health, social, and economic benefit of many at-risk and vulnerable areas in Illinois. For example, as resilient disaster recovery concepts are developed for implementation in the pilot areas across the state, topic specific (financing, housing, environmental, public health, etc) resiliency building workshops will be held to bring together local impacted individuals, community leaders, state agency personnel, and topic experts to collaborate on how to improve and enhance the disaster recovery concept's resiliency.

Regional or Multi-Governmental Capacity

Established to develop a proposal to the NDRC, the Northern Illinois Resiliency Partnership will serve as a multi-governmental coordinating body of resiliency activities across the state. A geographically unified approach is particularly appropriate for addressing shared threats and risks such as flooding and climate change. If left uncoordinated, local actions to mitigate flooding can exacerbate downstream problems. Carrying out pilot and regional activities under the umbrella of the Partnership will lay a foundation for strategic implementation of resiliency planning across the State of Illinois. The Partnership is a new collaboration, but uses the expertise, capacity and relationships of existing organizations. The Partnership will expand the scope to encompass an “all-hazards” approach to resilience that addresses drought, economic competitiveness, and additional aspects of ecological and social vulnerability.

Like flooding, complex social vulnerabilities cross jurisdictional boundaries and are best addressed through area coordination. The factors that contribute to social vulnerability—transportation mobility, access to economic opportunities and affordable housing, social isolation, and concentrated poverty—manifest differently in local communities, but are regionally interconnected. The Partnership's two-track framework allows Applicants to relate local vulnerabilities in their pilot areas to the larger economic, infrastructural, and ecological

systems that support the entire state. For instance, local resiliency planning can provide project-specific workforce opportunities for the neighborhood, while those activities will be connected to regional efforts to develop workforce training programs and create market demand for green infrastructure. These region-wide activities will allow solutions to benefit vulnerable populations—including minorities, low-income populations, elderly, immigrants, and disabled populations—in the pilot areas, as well as across the state.

Our Regional Planning Councils have extensive experience connecting local implementation to regional change, as well as building broad-based coalitions to tackle issues that cut across transportation, social, housing, economic, and environmental sectors.

While the State will be responsible for complying with HUD grant requirements and implementing pilot projects from the individual grants received from HUD, the Partnerships and RPCs will coordinate each of the pilot projects, as well as the broader range of crosscutting resilience activities that affect the entire region. The Northeastern Illinois Resiliency Partnership is exploring the opportunity to establish a Rebuild by Design Chicago office to house a project manager that can oversee regional coordination. This project manager would be housed at one of the regional non-profit organizations, to ensure that all resiliency activities are carried out in an appropriate manner, scaled across the region, and applied across the state.